10 TORONTO STREET, TORONTO, CANADA M5C 2B7

SEMI-ANNUAL REPORT

June 28, 1974.

To the Shareholders of

ARGUS CORPORATION LIMITED

Your directors present the balance sheet as at May 31, 1974, the statement of income and expenses and the statement of source and application of funds for the six months' period ended on that date. Also shown are comparative figures for the previous year.

In order to conform with current accounting practice, the balance sheet shows for the first time the Corporation's investments carried at market values. Also shown is a provision for the deferred income taxes that would be payable under the hypothetical assumption that the Corporation's investments were sold at the market prices which prevailed on May 31, 1974 and on May 31, 1973 for the comparative statement. In our opinion, such a provision is not a definitive figure. There also appears for the first time an account under Capital and Surplus entitled, "Unrealized gain on investments" estimated at \$85,847,404 at May 31, 1974 and \$107,319,135 at May 31, 1973.

As at May 31, 1974, the indicated net asset value of each of the Corporation's Class C shares and common shares was \$18.98 per share, compared with \$20.32 per share as at May 31, 1973. It should be noted that in arriving at such asset values provision has been made for the deferred income taxes on capital gains referred to above.

Income from investments during the period amounted to \$5,954,291 compared to \$2,996,634 in the corresponding period last year. Expenses (including interest of \$275,000) were \$439,812 compared to \$418,488 (including interest of \$275,000) for the same period in the previous year. Net income amounted to \$5,460,079 compared with \$2,578,146 for the six months ended May 31, 1973 (55.3¢ compared with 21.2¢ per Class C and common share). The increase in net income in the latest period resulted mainly from higher dividend payments by Domtar Limited and Massey-Ferguson Limited and increased earnings on the Corporation's short-term investments. Earned surplus amounted to \$47,106,849 at May 31, 1974.

In addition to the regular dividends on the Corporation's Class A and Class B Preference Shares, dividends totalling 52.5¢ per share (including an extra of 30¢) were paid on the Class C and the common shares during the period.

At their meeting this month, your Board of Directors declared the regular quarterly dividends of 15¢ per share payable September 2, 1974 and extra dividends of 30¢ per share on the Corporation's Class C and common shares payable on the same date.

Since November 30, 1973, 1,015 Class A Preference Shares \$2.50 Series and 1,434 Class A Preference Shares \$2.60 Series were purchased and cancelled.

In recent months increases in annual dividend rates on the common shares held by your Corporation were announced as follows: British Columbia Forest Products Limited from 60¢ to 80¢ per share, Domtar Limited from \$1.00 to \$1.40 per share and Standard Broadcasting Corporation Limited from 40¢ to 50¢ per share. Dominion Stores Limited has also declared an extra dividend of 10¢ per common share.

It is with deep sorrow that your directors report the death in March 1974 of Mr. T. N. Beaupré, who had been a member of your Corporation's Board of Directors for many years and was also Chairman and President of Domtar Limited. Mr. Beaupré's long and devoted service to your Corporation and its affiliated companies will be greatly missed.

Mr. Dixon S. Chant, Chairman of the Board and President, Duplate Canada Limited, was elected a director of the Corporation to fill the vacancy on the Board.

Shareholders, on request, will receive copies of the annual reports of the companies which comprise the Corporation's major investments.

Submitted on behalf of the Board,

JOHN A. McDougald, Chairman and President. A. Bruce Matthews, Executive Vice-President.

BALANCE SHEET-MAY 31, 1974

(with comparative figures at May 31, 1973)

ASSETS	1974	1973
Investments in Common Shares:		
Securities at quoted market value (Notes 1 and 2)	\$199,156,669	\$222,637,225
Cost—	*	
May 31, 1974—\$102,444,617 May 31, 1973—\$102,518,442		
Cash in Banks	88,160	74,053
SHORT-TERM SECURITIES, at cost plus accrued interest	12,616,157	2,043,179
CASH SURRENDER VALUE OF LIFE INSURANCE POLICIES	478,850	466,350
OTHER ASSETS	163,085	148,966
HEAD OFFICE PREMISES—land, building and furnishings, at nominal value	1	1
	\$212,502,922	\$225,369,774
LIABILITIES		
DIVIDENDS PAYABLE	\$ 1,269,530	\$ 634,769
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	86,177	70,531
INCOME AND CAPITAL TAXES PAYABLE	35,710	
5½% SECURED NOTES SERIES C, due November 1, 1975	10,000,000	10,000,000
Deferred Income Taxes (Note 1)	10,864,648	12,799,648
CAPITAL AND SURPLUS:	-	1
Capital stock (Notes 3 and 4)—		
Number of shares		
Authorized Issued		
291,780 Class A Preference—		
112,728 \$2.50 Series	\$ 5,636,400	\$ 5,751,900
179,052 \$2.60 Series	8,952,600	9,090,950
1,000,000 Class B Preference—		
300,000 Cumulative, 1962 Series (\$2.70 dividend)	15,000,000	15,000,000
6,770,944 6,770,944 Class C Participating Non-Voting Preference	21,644,825	21,644,825
10,000,000 1,692,736 Common	5,411,206	5,411,206
	56,645,031	56,898,881
Contributed surplus, realized on purchase for cancellation of Preference Shares (including \$44,114 arising during the six months ended May 31, 1974)	647,573	560,161
Earned surplus	47,106,849	37,086,649
Unrealized gain on investments (Note 1)	85,847,404	107,319,135
	190,246,857	201,864,826
	\$212,502,922	\$225,369,774

APPROVED ON BEHALF OF THE BOARD:

JOHN A. McDougald, Director

A. BRUCE MATTHEWS, Director

STATEMENT OF INVESTMENTS AS AT MAY 31, 1974 (with comparative figures as at May 31, 1973)

	1974				1973	
Company	Class of shares	Number of shares	Percentage of outstanding shares	Indicated market value	Number of shares	Indicated market value
				(Note 2)		(Note 2)
British Columbia Forest						
Products Limited	Common	500,000	6.6 \$	8,250,000	1,000,000	\$ 16,125,000
Dominion Stores Limited	Common	2,000,000	23.9	29,500,000	2,000,000	28,500,000
Domtar Limited	Common	2,500,000	16.9	61,250,000	2,500,000	48,750,000
Hollinger Mines Limited	Common	1,030,000	20.9	31,672,500	1,000,000	44,125,000
Massey-Ferguson Limited	Common	2,850,000	15.6	46,312,500	2,850,000	55,575,000
Standard Broadcasting						
Corporation Limited	Common	2,687,475	47.7	22,171,669	2,687,475	29,562,225
			\$	199,156,669		\$222,637,225

AUDITORS' REPORT

To the Directors of

ARGUS CORPORATION LIMITED:

We have examined the balance sheet and the statement of investments of Argus Corporation Limited as at May 31, 1974 and the statements of earned surplus, unrealized gain on investments, income and expenses and source and application of funds for the six months then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these financial statements present fairly the financial position of the Corporation as at May 31, 1974 and the results of its operations and the source and application of its funds for the six months then ended, in accordance with generally accepted accounting principles applied, after giving retroactive effect to the change to the market value basis of carrying investments in common shares as referred to in Note 1 to the financial statements, on a basis consistent with that of the preceding year.

PRICE WATERHOUSE & Co.

Toronto, June 14, 1974

Chartered Accountants

STATEMENT OF EARNED SURPLUS FOR THE SIX MONTHS ENDED MAY 31, 1974

(with comparative figures for the six months ended May 31, 1973)

1974	1973
\$47,504,925	\$36,565,152
5,460,079	2,578,146
52,965,004	39,143,298
	1
141,338	145,010
233,689	237,095
405,004	405,005
2,031,249	1,015,628
2,031,250	-
507,812	253,911
507,813	-
5,858,155	2,056,649
\$47,106,849	\$37,086,649
	\$47,504,925 5,460,079 52,965,004 141,338 233,689 405,004 2,031,249 2,031,250 507,812 507,813 5,858,155

STATEMENT OF UNREALIZED GAIN ON INVESTMENTS FOR THE SIX MONTHS ENDED MAY 31, 1974

(with comparative figures for the six months ended May 31, 1973) (Note 1)

	1974	1973
Balance at beginning of period	\$101,394,551	\$102,309,573
Increase (decrease) in unrealized gain on investments		8,637,562
Decrease (increase) in deferred income taxes	3,060,000	(3,628,000)
Balance at end of period	\$ 85,847,404	\$107,319,135

NOTES TO FINANCIAL STATEMENTS

- 1. The Corporation has adopted the policy of carrying its investments in common shares at market value instead of cost as in prior years. This policy has been adopted as it is now considered a more appropriate presentation of the financial position of the Corporation and to conform with common practice for investment holding companies. The unrealized gain on investments, less applicable deferred income taxes, has been reflected in the accompanying statements on a retroactive basis.
- 2. The indicated market values of portfolio holdings are the result of pricing the holdings in each security at the closing quoted market prices as at May 31. Such amounts do not necessarily represent the value of entire blocks which may be more or less than that indicated by market quotations.
- 3. The Class A and Class B preference shares have a par value of \$50 each and are issuable in series; the Class C preference shares and the common shares are without par value.
 - The issued Class A and Class B preference shares carry cumulative dividends and are redeemable at the option of the Corporation at \$52.50 per share and accrued dividends.
 - The Class C preference shares, subject to the prior rights of the Class A and Class B preference shares, participate equally with the common shares in (i) any dividends paid in any fiscal year after 30¢ per share has been paid on each Class C preference share and common share and (ii) any distribution of assets.
- 4. During the six months ended May 31, 1974, 1,015 Class A preference shares \$2.50 series and 1,434 Class A preference shares \$2.60 series were purchased and cancelled.

STATEMENT OF INCOME AND EXPENSES FOR THE SIX MONTHS ENDED MAY 31, 1974

(with comparative figures for the six months ended May 31, 1973)

	1974	1973
Income:		
Dividends received	\$ 5,392,495	\$ 2,957,495
Interest earned	561,796	39,139
	5,954,291	2,996,634
Expenses:		
Salaries of officers and employees.	52,500	52,000
Directors' fees	4,335	4,500
Transfer agents' and registrars' fees and expenses	27,061	25,870
General office and administrative expenses	80,916	61,118
Interest on secured notes	275,000	275,000
	439,812	418,488
Income before income taxes	5,514,479	2,578,146
Income taxes	54,400	_
Net income for the period	\$ 5,460,079	\$ 2,578,146
Earnings per Class C preference and common share	55.3¢	21.2¢

STATEMENT OF SOURCE AND APPLICATION OF FUNDS FOR THE SIX MONTHS ENDED MAY 31, 1974

(with comparative figures for the six months ended May 31, 1973)

(total comparation) again to joi the six months created 1220, 524 2510,		
	1974	1973
Cash in banks and short-term securities at beginning of period	\$13,508,847	\$ 1,723,891
Source of funds:		
Net income for the period	5,460,079	2,578,146
	\$18,968,926	\$ 4,302,037
Application of funds:	18 19 19	8 1 9
Dividends paid	\$ 5,223,395	\$ 2,056,649
Purchase for cancellation of Class A preference shares	78,336	107,552
Purchase of investment	175,000	_
Decrease in income and capital taxes payable	775,544	_
Other	12,334	20,604
	6,264,609	2,184,805
Cash in banks and short-term securities at end of period.	12,704,317	2,117,232
Design of Lange (\$18,968,926	\$ 4,302,037

BOARD OF DIRECTORS

David G. Baird New York City	THOMAS G. McCormack Toronto
*ALEX E. BARRON Toronto	*JOHN A. McDougald Toronto
*George M. Black, Jr Toronto	D. A. McIntosh, Q.C Toronto
H. J. CARMICHAEL Toronto	ALLEN A. McMartin Bermuda
DIXON S. CHANT Toronto	*Maxwell C. G. Meighen Toronto
W. C. THORNTON CRAN Toronto	J. N. SWINDEN Toronto
*A. L. FAIRLEY, JR Birmingham, Alabama	*E. P. TAYLOR Bahama Islands
*A. BRUCE MATTHEWS Toronto	A. A. THORNBROUGH Boca Raton, Florida

^{*}Members of the Executive Committee

OFFICERS

Chairman of the Board and President John A. McDougald
Executive Vice-President A. Bruce Matthews
Vice-President and Chairman of the Executive Committee MAXWELL C. G. MEIGHEN
Vice-President
General Manager J. N. SWINDEN
Secretary
Treasurer J. R. WRIGHT, C.A.

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ARGUS CORPORATION LIMITED

10 TORONTO STREET, TORONTO, CANADA M5C 2B7

ANNUAL REPORT

December 19, 1974.

TO THE SHAREHOLDERS OF

ARGUS CORPORATION LIMITED

Your directors present the balance sheet as at November 30, 1974, the statement of income and expenses and the statement of source and application of funds for the year ended on that date. Also shown are comparative figures for the previous year.

In order to conform with current accounting practice and as initiated in the semi-annual report released last June, the balance sheet shows the Corporation's investments carried at market value. Also shown is a provision for the deferred income taxes that would be payable under the hypothetical assumption that the Corporation's investments were sold at the market prices which prevailed on November 30, 1974 and on November 30, 1973 for the comparative statement. In our opinion, such a provision is not a definitive figure. There also appears an account under Capital and Surplus entitled, "Unrealized gain on investments" estimated at \$63,767,161 at November 30, 1974 and \$101,394,551 at November 30, 1973.

As at November 30, 1974, the indicated net asset value of each of the Corporation's Class C shares and common shares was \$16.43 per share, compared with \$20.86 per share as at November 30, 1973. It should be noted that in arriving at such asset values provision has been made for the deferred income taxes on unrealized capital gains referred to above.

Income from investments during the year amounted to \$12,648,847 compared to \$7,099,360 in the previous year. Expenses (including interest of \$550,000) were \$886,655 compared to \$848,541 (including interest of \$550,000) for the previous year. Net income amounted to \$11,696,192 which compared with \$6,250,819 for the year ended November 30, 1973. The increase in net income in 1974 was largely the result of increased dividend payments by Domtar Limited and Massey-Ferguson Limited and higher interest receipts on short-term investments. Earned surplus amounted to \$47,488,320 at November 30, 1974.

After providing for dividends on the Corporation's Class A and Class B preference shares, earnings on the Class C and common shares amounted to \$1.20 per share, compared to $55 \not e$ per share in the previous year. Dividends totalling \$1.12½ per share (including two extra dividends of $30 \not e$ each) were paid on the Class C and the common shares during the year.

Your Board of Directors, at their meeting on December 9, 1974, declared the regular quarterly dividends of 15¢ per share, also extra dividends of 15¢ per share on the Corporation's Class C and common shares, all payable March 3, 1975.

During the year 17,000 shares of Hollinger Mines Limited were purchased, increasing the Corporation's holdings to 1,042,000 Class A common shares.

Since November 30, 1973, 2,660 Class A Preference Shares \$2.50 Series and 2,634 Class A Preference Shares \$2.60 Series were purchased and cancelled.

Domtar Limited recently increased the annual dividend rate on its common shares from \$1.40 to \$1.60 per share and British Columbia Forest Products Limited increased its annual dividend rate from 80¢ to \$1.00 per common share.

It is with deep sorrow that your directors report the death during the year of Mr. T. N. Beaupré, who had been a member of your Corporation's Board of Directors for many years and was also Chairman and President of Domtar Limited. Mr. Beaupré's long and devoted service to your Corporation and its affiliated companies will be greatly missed.

Mr. Dixon S. Chant, Chairman of the Board and President, Duplate Canada Limited, was elected a director of the Corporation to fill the vacancy on the Board.

Shareholders, on request, will receive copies of the annual reports of the companies which comprise the Corporation's major investments.

The Annual and General Meeting of the Corporation will be held on March 5, 1975, in the Board Room, National Trust Company, Limited, Toronto, Canada, at 10:00 o'clock in the forenoon. A formal notice of meeting, together with form of proxy and information circular will be mailed to each common shareholder in January, 1975.

Submitted on behalf of the Board,

JOHN A. McDougald, Chairman and President. A. Bruce Matthews, Executive Vice-President.

BALANCE SHEET-NOVEMBER 30, 1974

(with comparative figures at November 30, 1973)

ASSETS	1974	1973
Investments in Common Shares:		
Securities at quoted market value (Notes 1 and 2)	\$172,199,497	\$217,588,816
Cost—		
November 30, 1974—\$102,751,022 November 30, 1973—\$102,269,617		
Cash in Banks	83,076	79,156
SHORT-TERM SECURITIES, at cost plus accrued interest	12,559,370	13,429,691
INCOME AND CAPITAL TAXES RECOVERABLE	29,202	Anna Parlamenta de la companya del companya del companya de la com
Cash Surrender Value of Life Insurance Policies	483,300	471,000
Other Assets	136,696	140,813
HEAD OFFICE PREMISES—land, building and furnishings, at nominal value	1	st 1
	\$185,491,142	\$231,709,477
LIABILITIES		
DIVIDENDS PAYABLE	\$ 1,269,531	\$ 634,770
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	71,931	68,389
INCOME AND CAPITAL TAXES PAYABLE	_ \	811,254
5½% SECURED NOTES SERIES C, due November 1, 1975	10,000,000	10,000,000
Deferred Income Taxes (Note 1)	5,681,314	13,924,648
Capital and Surplus:		
Capital stock (Notes 3 and 4)—		
Number of shares		
Authorized Issued		
288,935 Class A Preference—		
111,083 \$2.50 Series, cumulative	5,554,150	5,687,150
177,852 \$2.60 Series, cumulative	8,892,600	9,024,300
1,000,000 Class B Preference—		
300,000 Cumulative, 1962 Series, \$2.70 dividend	15,000,000	15,000,000
6,770,944 6,770,944 Class C Participating Non-Voting Preference	21,644,825	21,644,825
10,000,000 1,692,736 Common	5,411,206	5,411,206
Contributed surplus, realized on purchase for cancellation of Preference Shares	56,502,781	56,767,481
(including \$106,645 arising during the year ended November 30, 1974)	710,104	603,459
Earned surplus	47,488,320	47,504,925
Unrealized gain on investments (Note 1)	63,767,161	101,394,551
	168,468,366	206,270,416
	\$185,491,142	\$231,709,477

APPROVED ON BEHALF OF THE BOARD:

JOHN A. McDougald, Director A. Bruce Matthews, Director

STATEMENT OF INVESTMENTS AS AT NOVEMBER 30, 1974 (with comparative figures as at November 30, 1973)

	1974				1973	
Company	Class of shares	Number of shares	Percentage of outstanding shares	Indicated market value	Number of shares	Indicated market value
				(Note 2)		(Note 2)
British Columbia Forest						
Products Limited	Common	500,000	6.6 \$	6,000,000	500,000	\$ 9,625,000
Dominion Stores Limited	Common	2,000,000	23.6	29,500,000	2,000,000	25,750,000
Domtar Limited	Common	2,500,000	16.9	55,000,000	2,500,000	55,000,000
Hollinger Mines Limited	Class A					
	Common	1,042,000	21.2	23,445,000	1,025,000	45,100,000
Massey-Ferguson Limited	Common	2,850,000	15.6	37,762,500	2,850,000	55,575,000
Standard Broadcasting						
Corporation Limited	Common	2,687,475	47.7	20,491,997	2,687,475	26,538,816
			\$	172,199,497		\$217,588,816

AUDITORS' REPORT

To the Shareholders of

ARGUS CORPORATION LIMITED:

We have examined the balance sheet and the statement of investments of Argus Corporation Limited as at November 30, 1974 and the statements of earned surplus, unrealized gain on investments, income and expenses and source and application of funds for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these financial statements present fairly the financial position of the Corporation as at November 30, 1974 and the results of its operations and the source and application of its funds for the year then ended, in accordance with generally accepted accounting principles applied, after giving retroactive effect to the change to the market value basis of carrying investments in common shares as referred to in Note 1 to the financial statements, on a basis consistent with that of the preceding year.

PRICE WATERHOUSE & Co.

Chartered Accountants

STATEMENT OF EARNED SURPLUS FOR THE YEAR ENDED NOVEMBER 30, 1974

(with comparative figures for the year ended November 30, 1973)

	1974	1973
Balance at beginning of year	\$47,504,925	\$36,565,152
Net income for the year	11,696,192	6,250,819
Gain on sale of investments, less income taxes of \$790,000		8,798,674
	59,201,117	51,614,645
Dividends:		
Class A Preference Shares \$2.50 Series	280,915	287,970
Class A Preference Shares \$2.60 Series	465,625	472,664
Class B Preference Shares 1962 Series	810,009	810,009
Class C Participating Preference Shares - Regular	4,062,499	2,031,256
Extra	4,062,499	_
Common Shares—Regular	1,015,625	507,821
-Extra	1,015,625	
	11,712,797	4,109,720
Balance at end of year	\$47,488,320	\$47,504,925

STATEMENT OF UNREALIZED GAIN ON INVESTMENTS FOR THE YEAR ENDED NOVEMBER 30, 1974

(with comparative figures for the year ended November 30, 1973)
(Note 1)

1974	1973
\$101,394,551	\$102,309,573
(45,870,724)	3,837,978
8,243,334	(4,753,000)
\$ 63,767,161	\$101,394,551
	\$101,394,551 (45,870,724)

NOTES TO FINANCIAL STATEMENTS

- 1. The Corporation has adopted the policy of carrying its investments in common shares at market value instead of cost as in prior years. This policy has been adopted as it is now considered a more appropriate presentation of the financial position of the Corporation and to conform with common practice for investment holding companies. The unrealized gain on investments, less applicable deferred income taxes, has been reflected in the accompanying statements on a retroactive basis.
- 2. The indicated market values of portfolio holdings are the result of pricing the holdings in each security at the closing quoted market prices as at November 30. Such amounts do not necessarily represent the value of entire blocks which may be more or less than that indicated by market quotations.
- 3. The Class A and Class B preference shares have a par value of \$50 each and are issuable in series; the Class C preference shares and the common shares are without par value.
 - The issued Class A and Class B preference shares carry cumulative dividends and are redeemable at the option of the Corporation at \$52.50 per share and accrued dividends.
 - The Class C preference shares, subject to the prior rights of the Class A and Class B preference shares, participate equally with the common shares in (i) any dividends paid in any fiscal year after 30¢ per share has been paid on each Class C preference share and common share and (ii) any distribution of assets.
- 4. During the year ended November 30, 1974, 2,660 Class A preference shares \$2.50 series and 2,634 Class A preference shares \$2.60 series were purchased and cancelled.

STATEMENT OF INCOME AND EXPENSES FOR THE YEAR ENDED NOVEMBER 30, 1974

(with comparative figures for the year ended November 30, 1973)

	1974	1973
Income:		
Dividends received	\$11,553,164	\$ 6,879,990
Interest earned	1,095,683	219,370
	12,648,847	7,099,360
Expenses:		
Salaries of officers and employees	105,000	103,667
Directors' fees	13,460	9,000
Transfer agents' and registrars' fees and expenses	50,160	49,326
General office and administrative expenses	168,035	136,548
Interest on secured notes	550,000	550,000
	886,655	848,541
Income before income taxes	11,762,192	6,250,819
Income taxes	66,000	<u>/</u>
Net income for the year	\$11,696,192	\$ 6,250,819
Earnings per Class C preference and common share	\$1.20	\$0.55

STATEMENT OF SOURCE AND APPLICATION OF FUNDS FOR THE YEAR ENDED NOVEMBER 30, 1974

(with comparative figures for the year ended November 30, 1973)

	1974	1973
Cash in banks and short-term securities at beginning of year	\$13,508,847	\$ 1,723,891
Source of funds:		
Net income for the year	11,696,192	6,250,819
Proceeds from sale of investment, less income taxes	_	10,210,000
Increase in income and capital taxes payable	******	811,254
	\$25,205,039	\$18,995,964
Application of funds:		
Dividends paid	\$11,078,036	\$ 4,109,720
Purchase for cancellation of Class A preference shares	158,055	195,654
Purchase of investment	481,405	1,162,500
Decrease in income and capital taxes payable	840,456	_
Other	4,641	19,243
	12,562,593	5,487,117
Cash in banks and short-term securities at end of year	12,642,446	13,508,847
	\$25,205,039	\$18,995,964

BOARD OF DIRECTORS

DAVID G. BAIRD New York City	THOMAS G. McCormack Toronto
*ALEX E. BARRON Toronto	*John A. McDougald Toronto
*George M. Black, Jr Toronto	D. A. McIntosh, Q.C Toronto
H. J. CARMICHAEL Toronto	ALLEN A. McMartin Bermuda
DIXON S. CHANT Toronto	*MAXWELL C. G. MEIGHEN Toronto
W. C. THORNTON CRAN Toronto	J. N. SWINDEN Toronto
*A. L. FAIRLEY, JR Birmingham, Alabama	*E. P. TAYLOR Bahama Islands
*A. Bruce Matthews Toronto	A. A. THORNBROUGH Boca Raton, Florida

^{*}Members of the Executive Committee

OFFICERS

Chairman of the Board and President John A. McDougald
Executive Vice-President A. Bruce Matthews
Vice-President and Chairman of the Executive Committee Maxwell C. G. Meighen
Vice-President
General Manager J. N. SWINDEN
Secretary
Treasurer J. R. WRIGHT, C.A.